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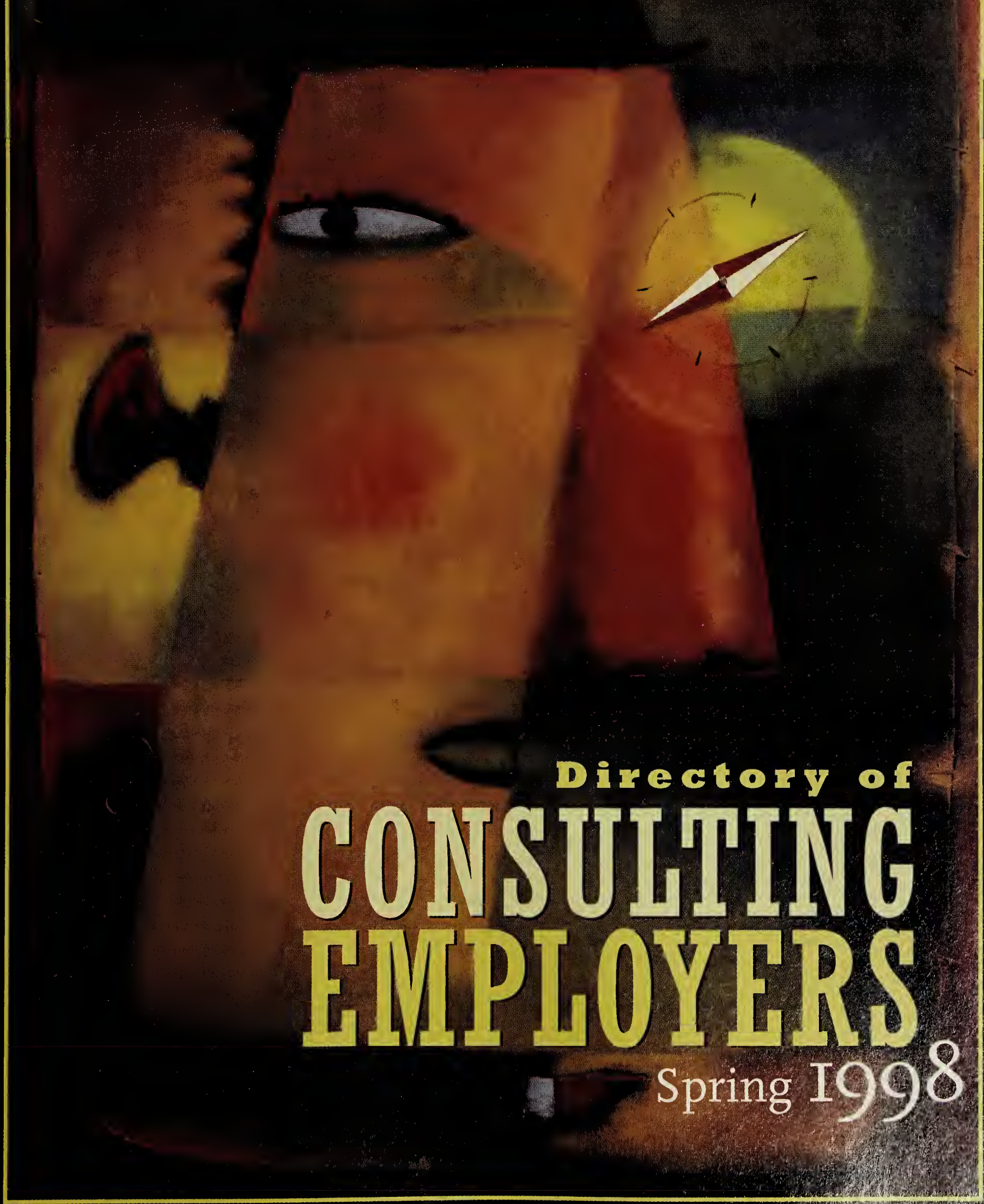
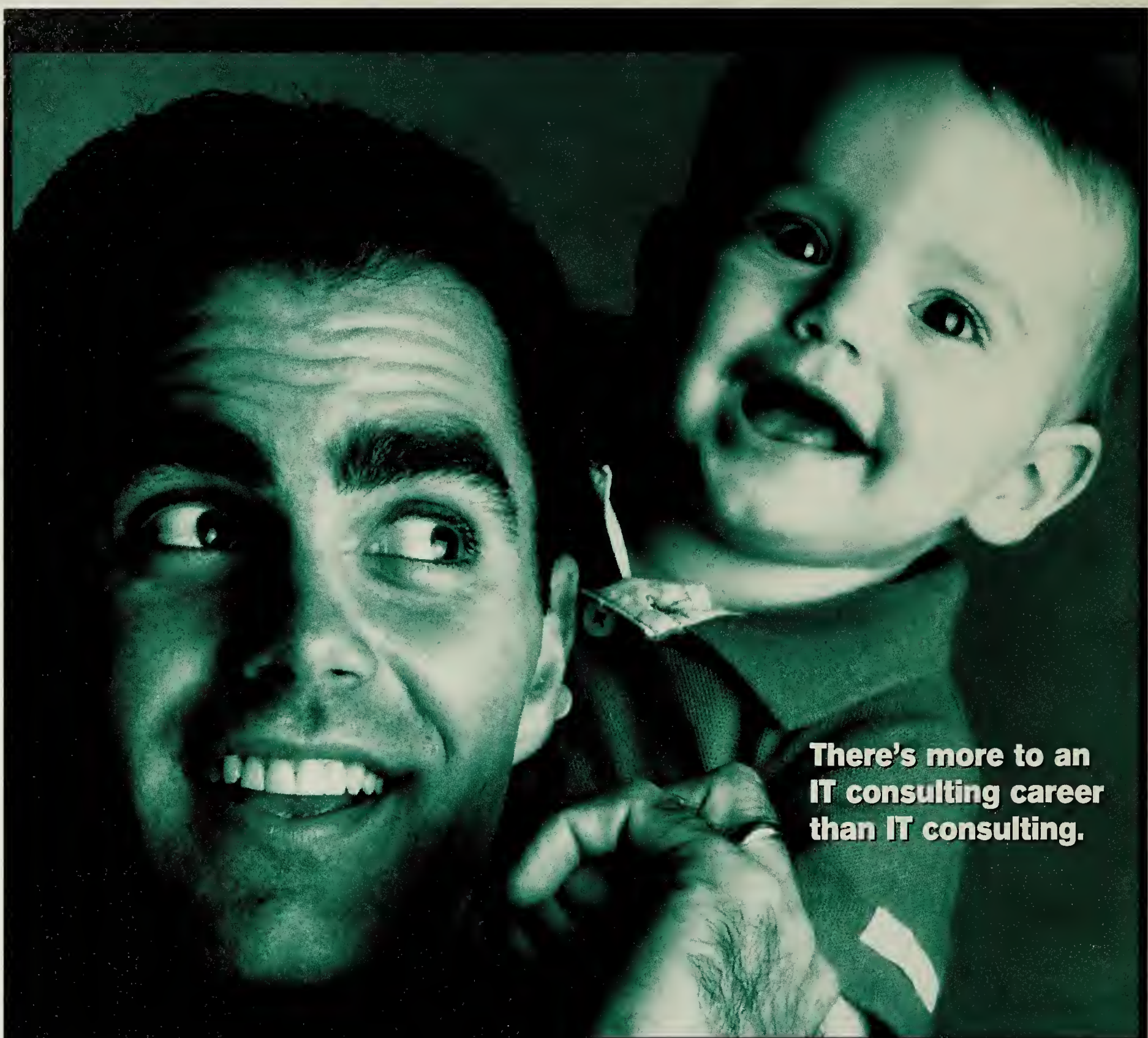


Directory of CONSULTING EMPLOYERS

Spring 1998



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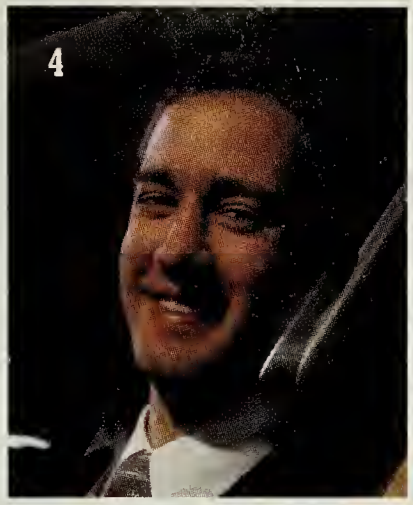

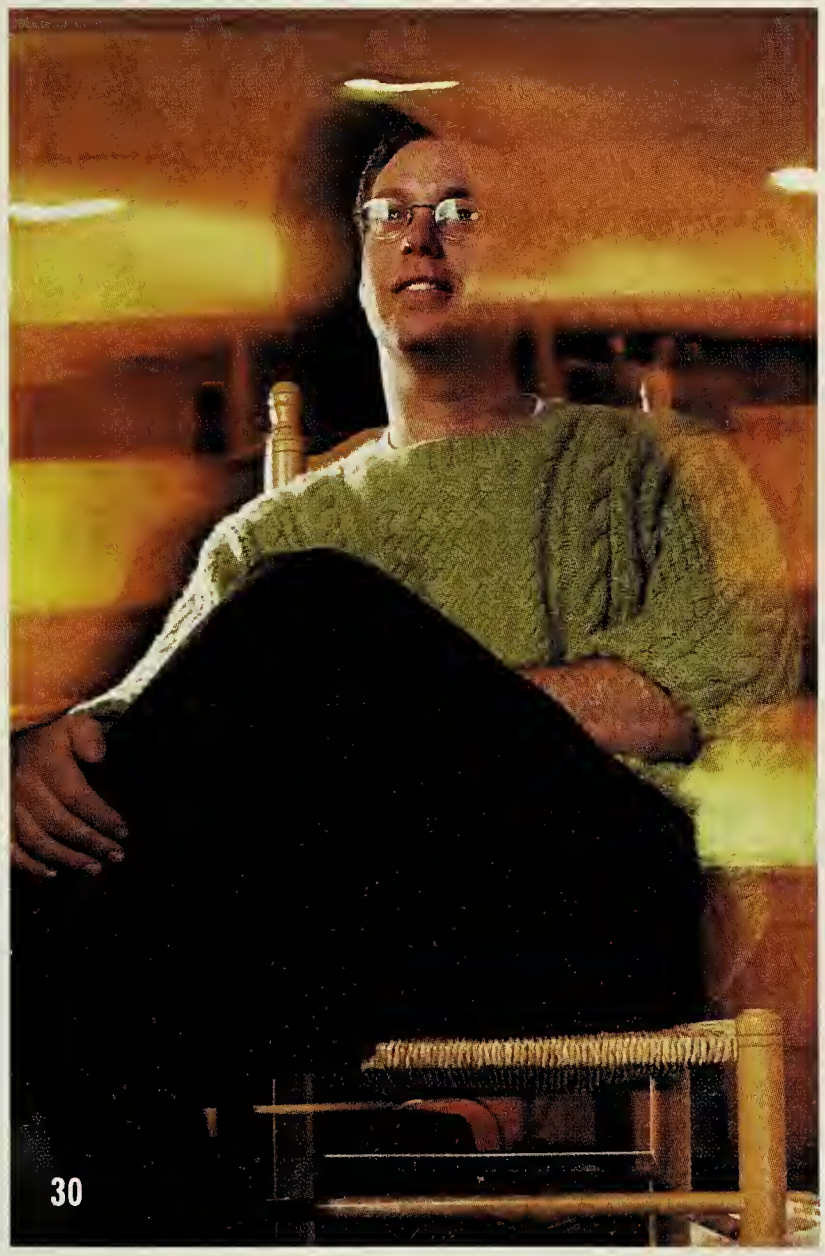

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Cover and "Mavericks and mercenaries" illustrations by Stephane Denis

From the Editor

THE NEW IT WORKFORCE

Industry leaders, political lobbyists and senior government officials two months ago gathered in California to address the "labor crisis" facing the computer industry. Several worthy initiatives arose from the event, but among the highlights was growing disagreement about whether the IT labor crisis is actually a staffing shortage or a skills shortage. Throughout the high-level talks, company owners and technical recruiters sounded a common message: "We can't hire enough skilled workers, so we have to keep using contractors."

Welcome to the new order.

The number of information technology contractors and consultants is skyrocketing — by some accounts by 15% or more per year. Driving the craze: tales of huge salaries, access to cutting-edge technologies and the potential for better training. More IT professionals are being lured by the career flexibility and control that consulting promises.

The result? Recruiting for permanent IT employees is hellish. And while corporate IT jobs often go begging, contractors and consultants are stepping in to take up the slack — many at top dollar *("Cashing in," page 4)*.

Recruiting is no less intense for IT contractors. Consulting companies are eager to sign the best and brightest IT professionals, who can bring technology skills and business savvy to the bargaining table. If you fit this profile, leading consulting employers would love to hear from you *(see index of consulting employers, page 2)*.

Obviously, some regions and industries offer better opportunities than others. IT guns for hire must be willing to follow moving targets *("Mavericks and mercenaries," page 16)*. But no matter where you live, there are plenty of consulting employers and opportunities *(see state listing of participating employers, page 46)*.

Before answering the siren's call, be warned: Contracting and consulting can be a very demanding lifestyle, and the bar is being raised on what you must deliver. If you're counting on technical skills alone to fuel your future IT career, you may soon find yourself obsolete *("Swan song for the technical specialist," page 30)*.

So, just who wants what skills? Most consulting employers specialize in and look for certain business and technical specialties *(see skills listing of participating employers, page 51)*.

No matter how you view the IT workforce, one thing is certain: There has never been a better time to work in IT and there have never been so many opportunities for contractors and consultants. In the battle to stay competitive, companies are demanding a more skilled workforce. And consultants are becoming the frontline troops.

David Weldon

David Weldon
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CASHING IN

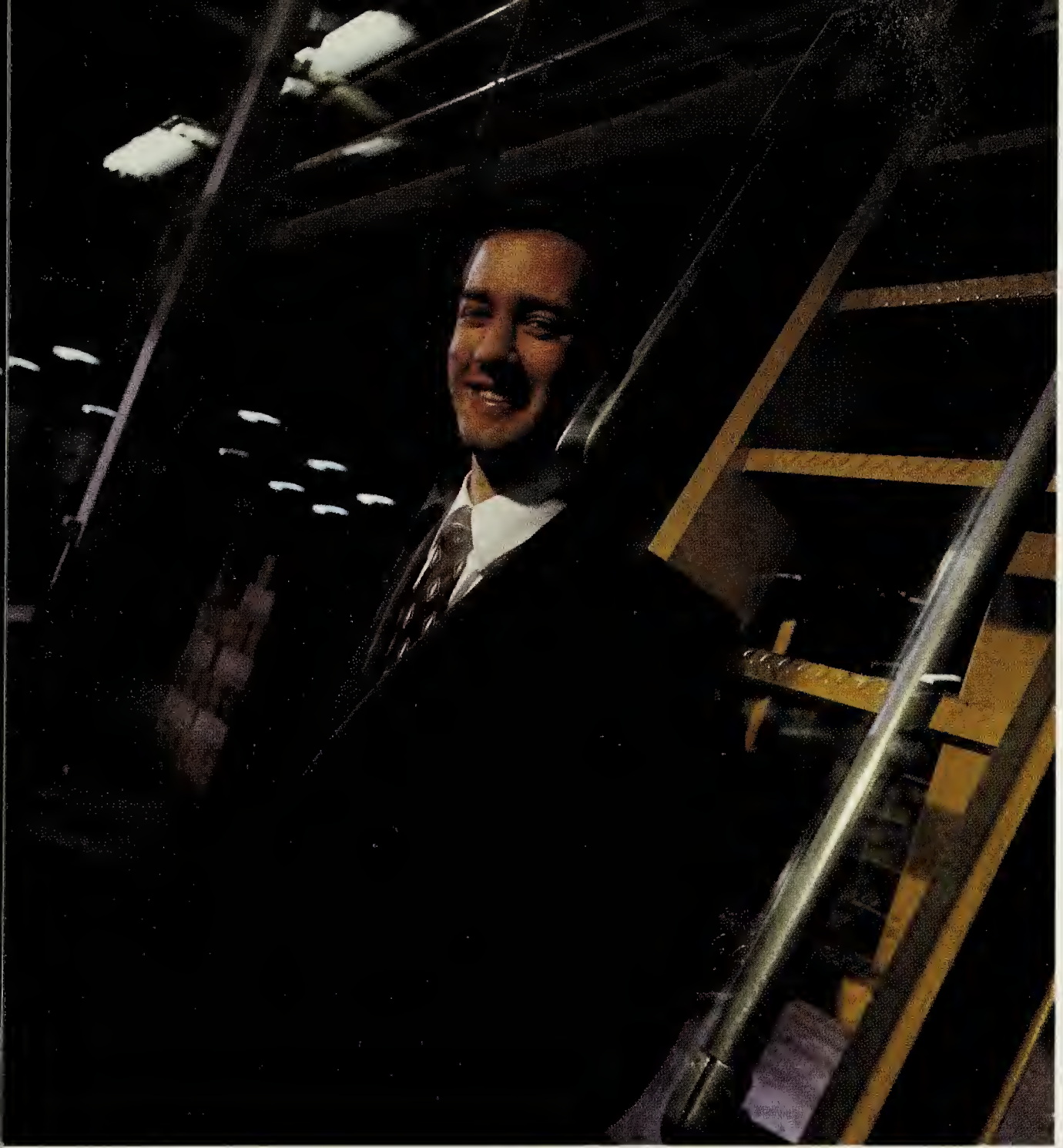
While corporate IT staff jobs go begging, contractors and consultants are taking up the slack, many at top dollar

BY MIRYAM WILLIAMSON

Matthew Stein has decided that independence is a lifestyle he can definitely get used to.

Stein, a former staff consultant at Andersen Consulting, left the company in 1996 to strike out on his own. His three-year stint at Andersen had given him business experience, great technology skills — and lots of contacts.

Those contacts led to an assignment at Wallace Computer Services, Inc. in Hillside, Ill., where Stein is working on a World Wide Web application using Java. He calls it "a neat project; new as technology gets." Stein has experience with Common Object Request Broker Architecture, client/server architectures and relational data-



Photograph by Andy Goodman

A stint at Andersen Consulting gave Matthew Stein the skills, experience — and daring — to strike out on his own. He credits the contacts and relationships he built there for his new success

base systems. Last year, he earned $107,000. Little wonder. Demand for skilled information technology consultants and contractors is skyrocketing. Salaries are shooting up along with it. Ken O'Brien, director of information systems at Wallace, an integrated supplies management company, says every hiring manager he knows "has a long list of resource needs and almost an open requisition for hiring IS professionals."

O'Brien says he would gladly hire another 40 permanent IS employees, "but the contracting market is so lucrative it's impairing our ability to fill full-time positions." And O'Brien says he would love to put Stein on the permanent payroll. But Stein says he likes the sense of control in staying independent. And he wants to keep his options open.

"I'm thinking more of starting my own software development consulting business than trying to move up in a company," Stein says.

"Consultants really hold the upper hand right now," says Jeff Iverson, owner of Iverson Software Co. in Mankato, Minn. "There is a shortage of talent out there to do what needs to be done," says Howard Niden, partner and head of Price Waterhouse LLP's North American IT consulting practice.

Iverson runs an online service for independent consultants and employers seeking help. "[Employers] are starting to ask for a combination of skills," Iverson says. "For instance, there might be a requirement for someone who knows RPG, MVS, Windows NT and Java. Cross-platform ability is a big asset."

It is Stein's assortment of skills that makes him a hot property in the consulting marketplace. And that marketplace is huge. Corporate IT groups, large consulting firms such as Andersen and Price Waterhouse and the placement services most consultants are affiliated with are all competing to draw consulting talent. Also heating up: campus recruiting and job fairs that combine salary and lifestyle inducements. Iverson says some employers are offering $5,000 bonuses to consultants who stay with them for as little as 90 days.

Companies are paying between $50 and $75 per hour to IS professionals with legacy mainframe skills such as RPG, Cobol, MVS and CICS, Iverson says.

Those who know Java, C++ and multitier client/server architecture can look for rates of $125 to $150 per hour. An independent consultant's hourly rate is typically one and a half to two times that of a staffer with the same skills. But independents provide their own benefits (including health insurance, vacations, pension plans and a 15% Social Security self-employment tax), so the discrepancy isn't nearly as great as it appears.

Year 2000 conversions are providing part of the fuel for the sizzling consulting market. But the main impetus is the number of mammoth projects under way, says Bob Russell, partner in charge of human resources at Price Waterhouse's management consulting service in New York. People who can work on SAP AG, Oracle Corp. and PeopleSoft enterprise resource planning (ERP) implementations are much in demand, and those also skilled in project management are the most sought after.

"CONSULTANTS REALLY HOLD THE UPPER HAND RIGHT NOW," says Jeff Iverson, owner of Iverson Software Co. in Mankato, Minn.

Niden, who is overseeing a royalty system development project for an entertainment

company, reports increased corporate interest in custom application development.

To set themselves apart, firms are recognizing the need for applications tailored to their goals and ways of doing business. Consultants who want to address this need should have a knowledge of application, technical and data architecture, as well as project management, Niden says. At Price Waterhouse, such a person can earn up to $250,000 per year, Niden says.

Savvy consultants are adding industry-specific knowledge to their skills. Marketing systems, customer management, order entry, knowledge management, data warehousing and data mining, and electronic business applications are increasingly important, hiring managers say. On the flip side, managers and consultants see little call for proficiency in Windows 3.1, DOS or other 16-bit technologies.

"IF WE'RE GOING TO KEEP THE BEST PEOPLE, WE HAVE TO LET THEM HAVE A LIFE," says Howard Niden, head of Price Waterhouse's North American IT consulting practice in Chicago.

Certain legacy system skills are another story. "I don't think the needs for Cobol are decreasing by any stretch," O'Brien says.

Most observers predict double-digit growth in pay scales for consultants over the next few years, but money won't be the only thing they will look for. Experienced contractors often place quality of life before pay.

WEAVING A WEB

The ability to nurture one's personal network is the one skill every consultant needs, says Alan White, president of IT Consultants, Inc. in Orangeburg, S.C., a custom development and placement service.

"If a client comes to me with a request I can't fulfill and I just say, 'I'm sorry,' I hurt that relationship," White says. "Instead, I look around among the people I know and try to find someone who can do the job."

It's a classic "what goes around comes around" situation, White says. "Some of the best engagements I've had came about because somebody in my network couldn't handle the job, and I was introduced to someone I might otherwise not have met," he says.

Networking is how Stein got to be where he is today. He first came to Wallace as an Andersen employee. A few months after he left Andersen, the partner in charge of that project called him about another opportunity at Wallace. "It sounded kind of interesting," he says.

Stein says he wouldn't have sought work at his former employer's client for ethical reasons. But "since it was Andersen asking me to do some work for the same client as an independent, I figured it was OK," he says.

Stein knows an independent consultant's life is less secure than that of an employee, but he isn't worried. Wallace has him in mind for another project after he's completed his current one.

Stein says he sees his work lined up in front of him for the rest of the year, and that's more than most employees can say with assurance.

Williamson is a freelance writer in Warwick, Mass.

IT consulting's top jobs

Multitier ERP and global systems

TECHNOLOGY SKILL: Individuals with both mainframe and client/server technical knowledge, SAP or PeopleSoft experience are much in demand. Top guns have project management skills.

BUSINESS SKILLS: Consultants need ability to grasp complex business processes and relationships; excellent interpersonal and communications skills required.

TOP MARKETS: Most Fortune 100 companies are involved in enterprise systems implementation.

SALARY POTENTIAL: $75 to $125 per hour

Year 2000 conversion of legacy systems

TECHNOLOGY SKILLS: MVS, CICS, DB2, Cobol, IMS knowledge is highly prized. Project management is a plus.

BUSINESS SKILLS: Understanding of specific business processes; interpersonal and communication skills desirable.

TOP MARKETS: Smaller financial services organizations, manufacturing, transportation.

SALARY POTENTIAL: $50 to $75 per hour

Custom application development

TECHNOLOGY SKILLS: Top guns have working knowledge of application, technical and data architectures as well as project management skills. Lesser professionals know analysis, design and object-oriented development.

BUSINESS SKILLS: Intimate knowledge of specific industry practices and competitive intelligence. Superior communications and interpersonal skills a must.

TOP MARKETS: Retail and wholesale sales, financial services.

SALARY POTENTIAL: $50 to $125 per hour

Browser-based decision and marketing support

TECHNOLOGY SKILLS: All Internet skills, including Java, HTML, cross-platform communications, data warehousing and mining.

BUSINESS SKILLS: Knowledge of online analytical processing, cross-selling (offering goods and services related to those the customer has already bought). Interpersonal and communications skills.

TOP MARKETS: Retail sales, banking, supply-chain management

SALARY POTENTIAL: $50 to $75 per hour

E-commerce, transaction processing apps

TECHNOLOGY SKILLS: Internet technologies, Java, C++, HTML, Microsoft Internet development tools, data warehousing

BUSINESS SKILLS: Thorough understanding of business rules, processes, order entry, customer management. Communications and interpersonal skills.

TOP MARKETS: Growing need in banking and retail

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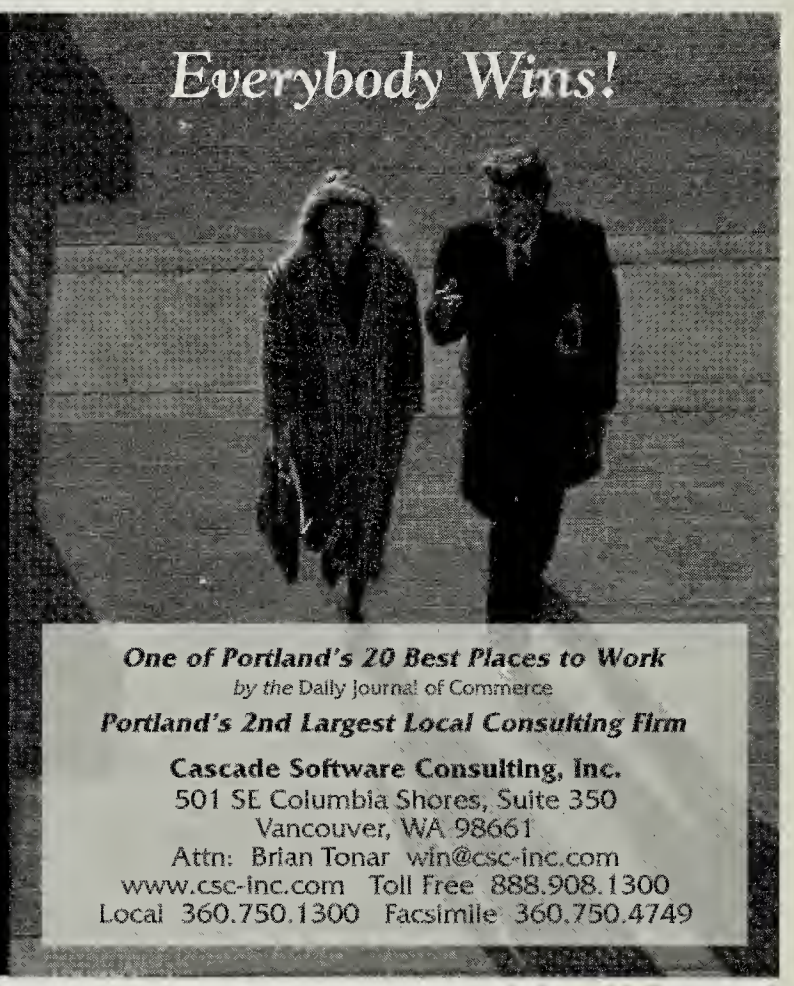

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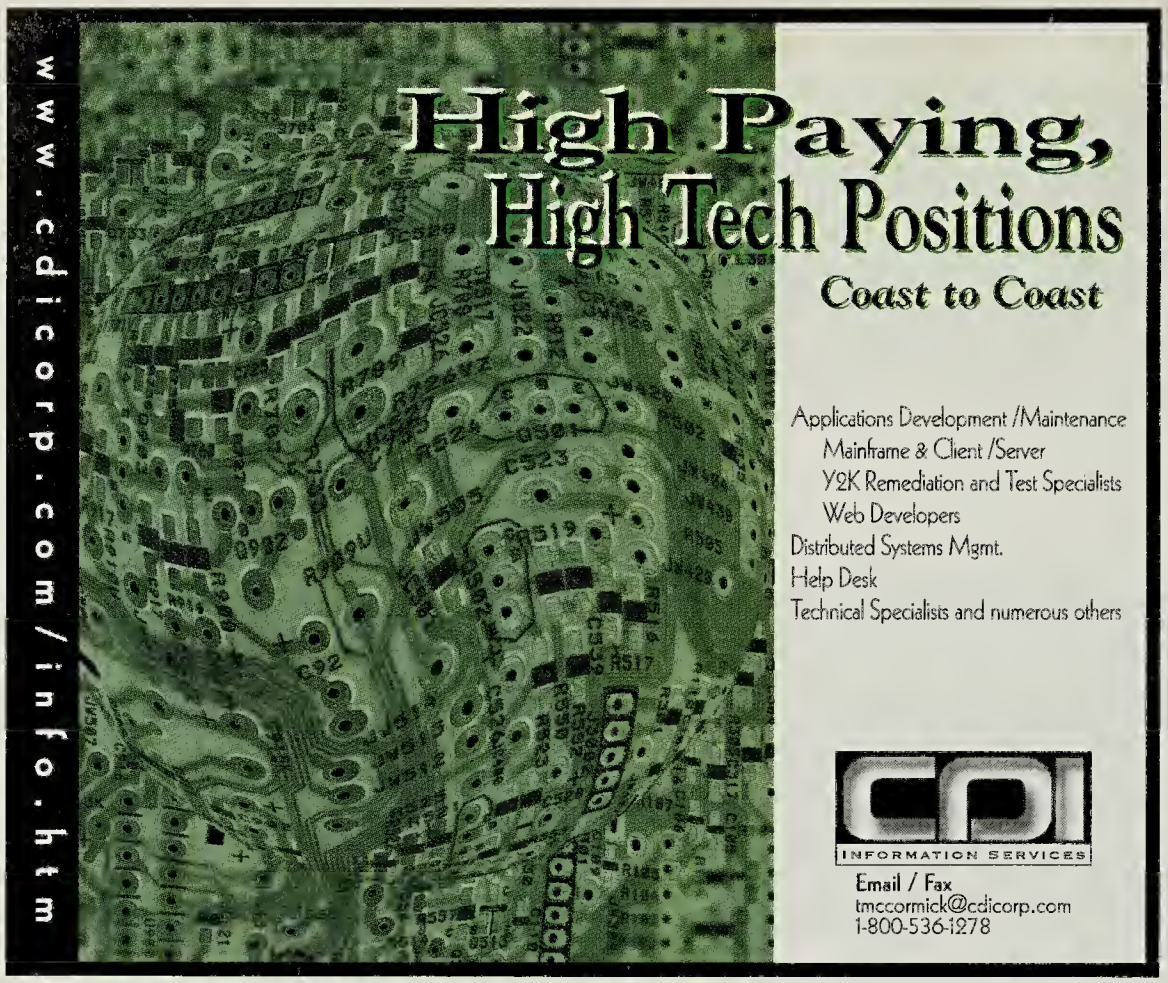

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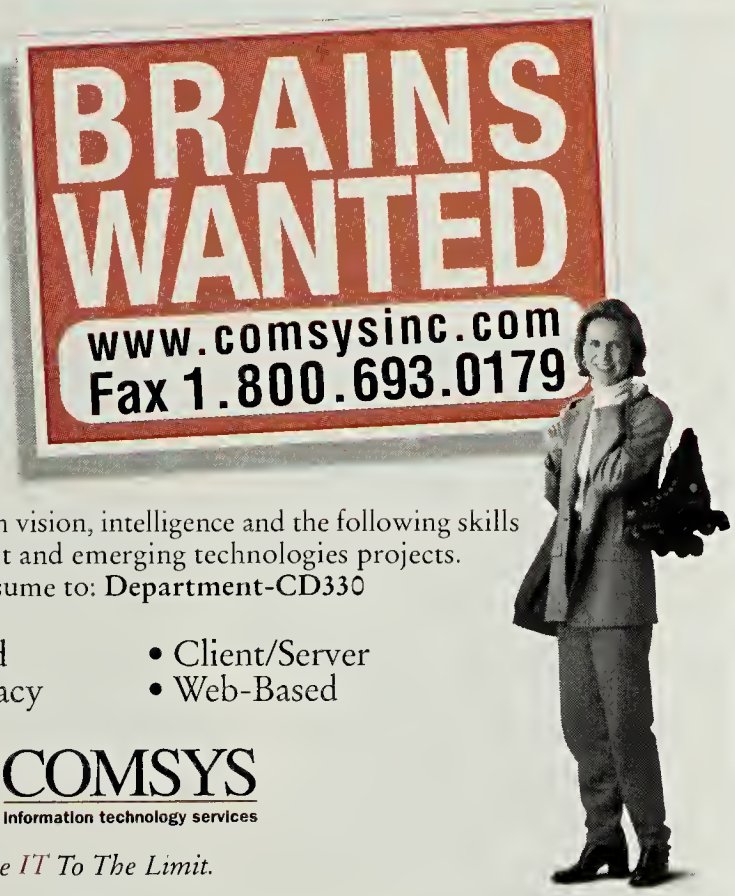

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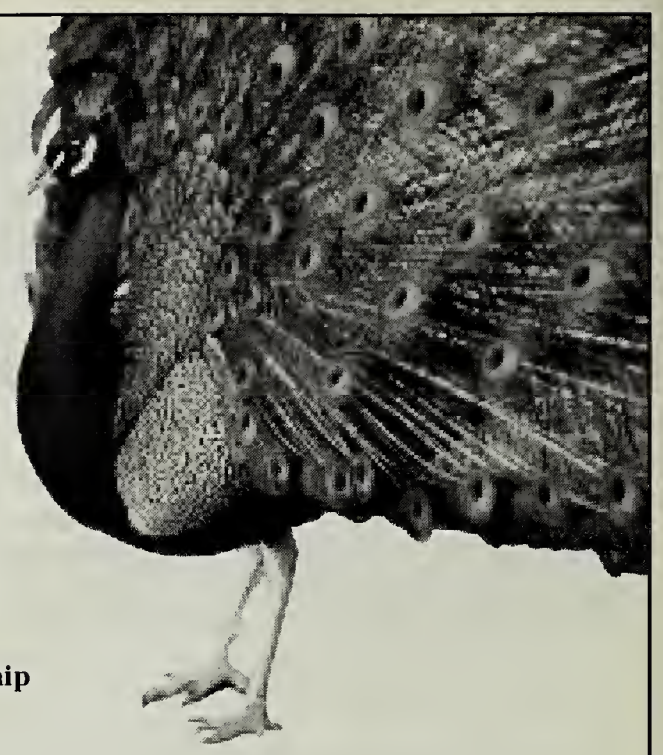

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Illustration by Stephane Denis

MAV & MER

Don't expect to find Jeff Gainer at home in Hamilton, Mont., much these days. Gainer, an independent IT project management consultant, has clients clamoring for his skills. During the third week in February, you would have found him in Phoenix living out of a hotel suite, finishing up a two-week contract for a financial services firm. Two months from now you might find Gainer in Seattle. Or North Carolina. Or any of the other hot regional markets for IT contractors from coast to coast.

As it becomes harder to find qualified information technology workers, a natural fallback tactic is to hire temporary workers, or contractors. And IT hiring managers are grabbing them wherever they can find them.

These mercenaries of the IT world make no commitments, pretend no loyalties and promise nothing to temporary bosses other than that they will finish a job within a particular time frame for a particular — usually very high — fee. But IT managers are increasingly dependent on their services.

Contracting agencies say the highest demand — and top dollar paid — for IT workers on either coast can be found in the greater New York/New Jersey area, where many multinational giants have their world headquarters; and in Silicon Valley, where a large proportion of new technologies are developed. Other needy markets include Southern California (both Los Angeles and San Diego), Atlanta, Phoenix and major cities in Florida and Texas.

IT guns for hire must be willing to follow moving targets. Here are some industries and markets that will give you your best **shot**

BY ALICE LAPLANTE

ERICKS CENARIES

But ask the contractors for their take on the hiring demand, and the answer varies depending on their area of expertise. Gainer, for example, gets most of his calls from the Northeast and North Carolina.

Robert Parkinson, an SAP AG consultant based in Roseville, Calif., finds that he is wooed mostly from overseas.

Tom Stevens, an information systems consultant in Suwanee, Ga., lately has been hounded by recruiters desperate for PowerBuilder expertise. And they all seem to be from Denver, he says.

Stevens recently accepted a contract project in Boston managing a year 2000 conversion project for a telecommunications company. What most attracted Stevens to that project compared with all the other offers he receives daily is that he will be in charge. "That's the most important thing for me. The level of responsibility," he says.

And Stevens isn't alone. Don't get the idea that today's IT contractors make their decisions based solely on cash proffered. Indeed, most place less emphasis on salary than on such things as whether the proposed project will allow them to enhance their skills, either technical or managerial; the duration of the job; and location.

"I've passed up on more money than you can imagine," says Stevens, who refuses to work in New York and who says that he "probably wouldn't accept a job west of the Mississippi."

Jeff Iverson, owner of Iverson Software Co. in Mankato, Minn., and creator of a World Wide Web site that provides a free matchmaking service for contractors and IT managers, says there is an almost comically dramatic mismatch between employers and contractors. For example, he says, only one technical skill is on the top 10 wish lists of both: Windows NT.

Employers are asking for more established skills sets. In order of urgency, they request Cobol, Oracle, Unix, SAP, CICS, DB2, SQL, JCL and project management skills. Yet contractors are seeking jobs that will help them use or develop Windows 95 or Windows 3.x, DOS, C, Microsoft Access, Hyperlink markup

The top 10 industries for IT consultants

These manufacturing industries plan to hire the greatest percentage of IT contractors and consultants in 1998

1. Petroleum refining
2. Computer hardware/software
3. Computer peripherals
4. Industrial equipment
5. Automotive
6. Wood/paper products
7. Consumer products
8. Agriculture
9. Aerospace
10. Metal/plastics/rubber

Source: Computerworld's upcoming 1998 Quarterly Hiring Survey, April 1998

Language, C++, Visual Basic and Java skills. "There's a huge discrepancy out there," Iverson says. The contractor rates at Iverson's Web site range from $25 per hour to $145 per hour. The greatest demand seems to be from the Northwest, he says.

The biggest contracting trend that *isn't* happening is telecommuting and remote access Contractors want it, but employers aren't eager. "You can't blame them; they want to maintain a certain amount of control over their workforce," Iverson says. But as the IT skills shortage gets worse, employers probably will be more amenable, he says.

EASY TARGETS

Jim Curry hopes so. As director of sales and marketing at Technology Locator Corp., a San Diego-based contract staffing specialist, his clients are in California only. His database of 100,000 contractors — 400 to 1,000 of whom may be free for an assignment on any given day — come from all over the country.

For Curry's Silicon Valley clients, the greatest demand is for contractors to work on Web and intranet projects. In San Diego, there's more of a demand for projects involving communications technology, including telephony and other types of digital communications.

Curry says it is easy to attract people to those jobs because the projects tend to incorporate leading-edge technologies. The salaries also tend to be higher on the West Coast. But the high cost of living can be a deterrent. Rental occupancy rates in the San Francisco Bay Area top 99%, so even the 18% salary premium paid to contractors there sometimes can't offset the higher costs of housing and food.

And, Curry says, it is becoming much more difficult to place people in maintenance or legacy positions. "People think, often quite rightly, that their skills will not be current when it's time to move on," he says. Of course, Curry says, as demand for these less-attractive projects drives up prices, "you can eventually satisfy just about anyone if you agree to pay them enough."

Yet many contractors should think twice about hanging up their Cobol hats. Why? The year 2000 problem won't go away in 2000. And the price tag for contractors willing to bust their guts on this admittedly lower-level work keeps rising.

"There is no way that everyone is going to have their systems fixed in time," insists Steve Epner, the founder of the Independent Computer Consultants Association (ICCA) in St. Louis, and president of BSW Consulting, Inc. Epner admits it might take some persuading — and a whole lot of dough — to get IT contractors to take what will inevitably be dead-end jobs. Still, he says, "Cobol is the ticket for making a lot of money over the next few years. Not C++ or any of those other fancy things."

Yet many contractors say their lives are so harried, and the technology market moves so fast, that in terms of career development, the only "training" they get is on the job. Thus the importance of choosing each contracting job carefully. A Java stint might pay less than a Cobol year 2000 contract, but in the long run it may be a wiser choice.

"There's so many new development tools and software packages out there, it's a challenge to keep current," says Camille Schenkel, president of C4 Design Group, Inc., a New York-based multimedia design and development contract agency that specializes in Web development.

When you're working seven days a week, "it's more difficult to squeeze in the things that used to pass for long-term career planning. You grab it when you can — on the job," Schenkel says.

But John Genzano is proof positive that contractors are creative folk — and that compromises exist. He says he sees year 2000 conversion jobs "everywhere. Literally everywhere." But Genzano says he doesn't tell anyone that he knows Cobol because he doesn't want to get pigeonholed into a well-paying but ultimately dead-end job.

Genzano, a West Chester, Pa.-based contractor who specializes in developing departmental client/server systems based on Microsoft Access, says it's often possible to convince clients that it makes more sense to replace than patch an aging system.

"You can get the best of both worlds by building a year 2000-compliant system based on newer technologies," he says.

LaPlante is a freelance writer in Woodside, Calif.

The top 10 industries for IT consultants

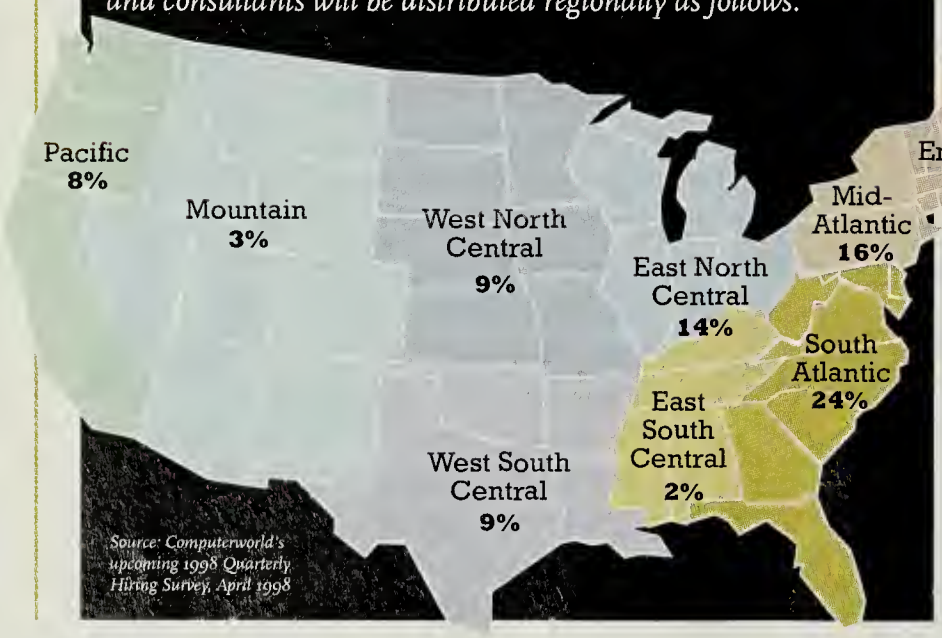
These nonmanufacturing industries plan to hire the greatest percentage of IT contractors and consultants in 1998

1. Financial services
2. Insurance
3. Communications
4. Transportation
5. Public utilities
6. Government/state
7. Education
8. Government/federal
9. Health care
10. Retail

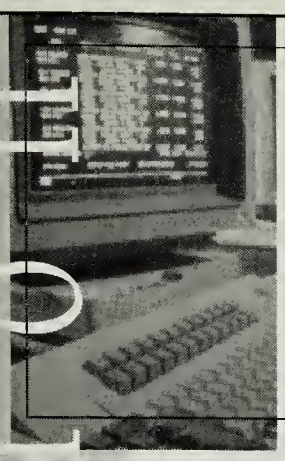
Source: Computerworld's upcoming 1998 Quarterly Hiring Survey, April 1998

The best markets for IT consultants

According to projections for 1998, the hiring of IT contractors and consultants will be distributed regionally as follows:



Source: Computerworld's upcoming 1998 Quarterly Hiring Survey, April 1998



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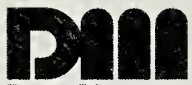

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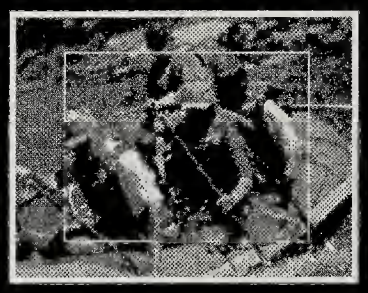

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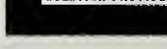

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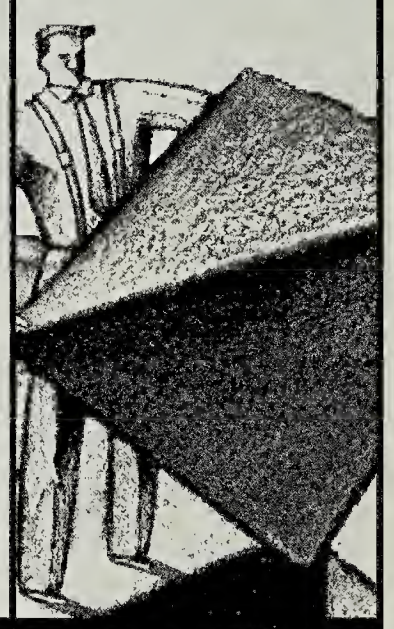

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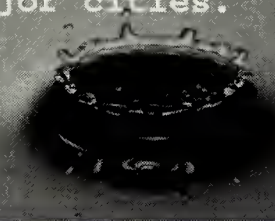

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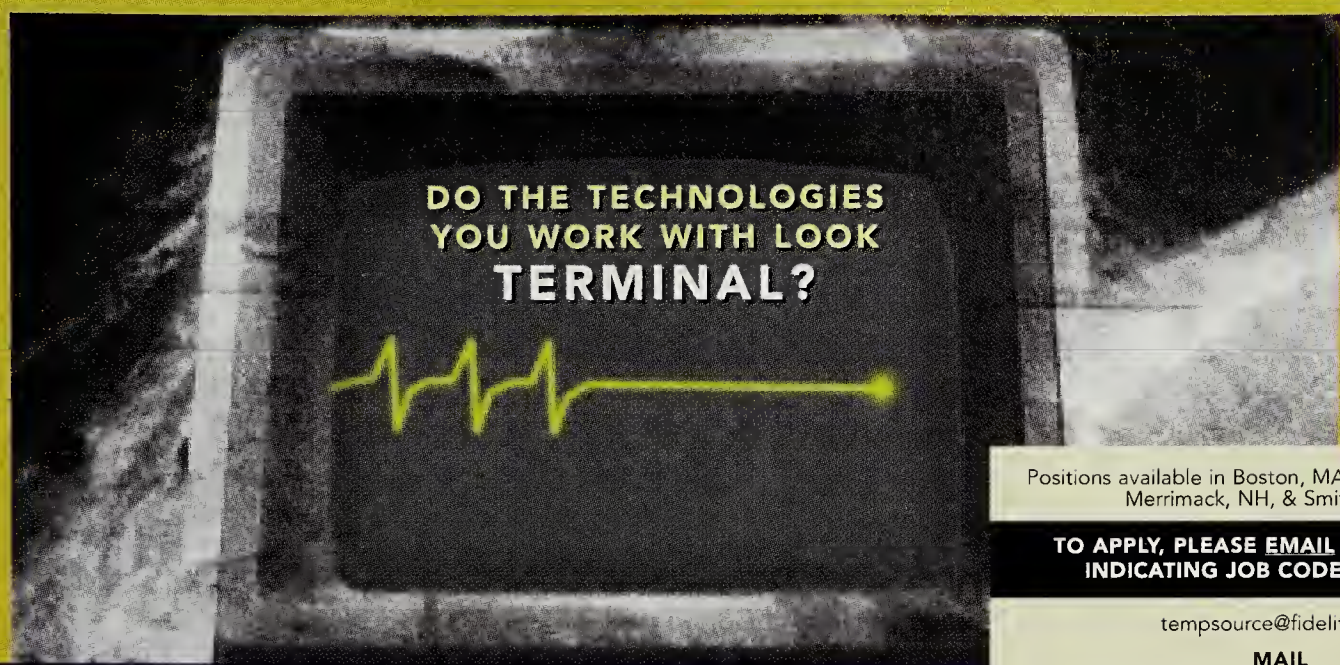

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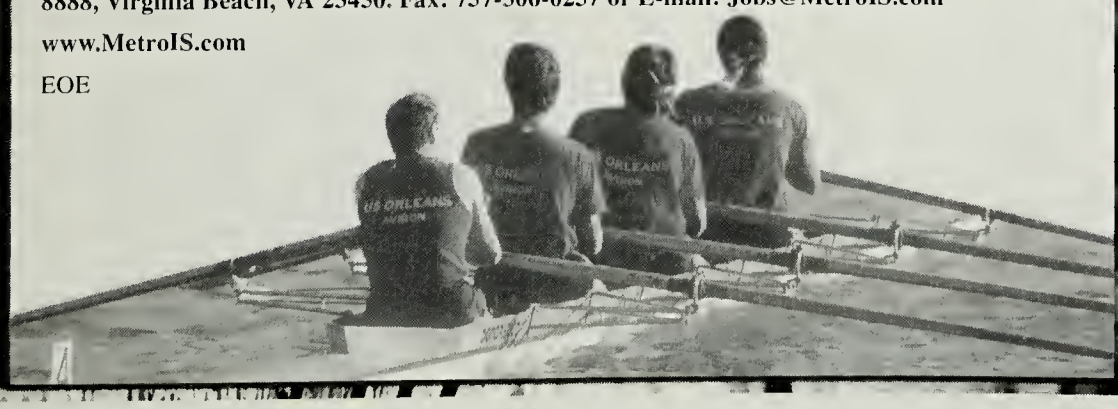

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BY CLAIRE TRISTRAM

These are boom times for technical specialists.

Year 2000 conversion experts can practically name their own price.

Contract programmers are still having a field day replacing 30-year-old systems with client/server applications.

Then there's the crushing demand for anyone with World Wide Web skills. According to software recruiting company Allen Davis & Associates in Amherst, Mass., even inexperienced Hypertext Markup Language (HTML) programmers are getting about $50 per hour. Those who can produce corporate Web sites command $250 per hour or more.

But the era of the technical specialist is almost over.

"Right now, you can make an unbelievable amount of money on technical skills alone, particularly if you know any legacy language," says Steve Epner, president of St. Louis-based BSW Consulting, Inc. and founder of the Independent Computer Consultants Association, a 1,500-member organization, also in St. Louis. "But in very short order, consultants will be expected to merge their technical skills with business experience. A lot of people aren't going to make it."

Clients want to see the immediate "business benefits" a consultant brings, says David Hirsch, executive vice president of OnSite Access

FRESH TALENT

It isn't just that year 2000 work is a one-time bonanza that will disappear overnight, making Cobol programmers obsolete again. It's that many of the skill areas that are in short supply today, such as HTML and Java, will soon be inundated with college graduates happy to do the work at half the current rates.

And much of the re-engineering work that has fueled the IS consulting industry for the past decade is complete. Companies don't need IS consultants to build information systems for them anymore. They need consultants who know how to make their businesses run better.

"When we put a new application in, it's not a major overhaul for us anymore," says Ed Pease, computer services manager at Merck and Co.'s pharmaceutical manufacturing facility in Elkton, Va. "Off-the-shelf software is much closer to what we want than even a few years ago. We don't need to hire experts to redesign it for us the way we used to. Instead, they need to understand our business so they can advise us how to make it better. They need to be able to walk into a business meeting and to know what's going on."

The skills that will be in demand in the next few years aren't easy to explain in a few lines on your resume. Nor are they the so-called "soft" skills, such as presentation and communication skills (although those will be as important as ever). A knowledge of business processes from beginning to end and who needs what information at every step of the way will truly separate the successful IS consultants from the also-rans. Also important will be the ability to combine that knowledge with the best available technologies.

"CONSULTANTS MUST BE ABLE TO RELATE THE TECHNOLOGY TO THE BUSINESS," says Ed Pease, computer services manager at Merck and Co. in Elkton, Va.

"I don't need someone who understands SAP or Data 3," Pease says. "I need someone who understands procurement or financials or materials resource planning. Consultants must be able to relate the technology to the business."

What particular business process is in demand? Electronic commerce tops the list, observers say. Not how to make it work technically, but how to use the technology to make money for the client. It's an area where successful consultants will bring to the table an intimate knowledge of sales, distribution and billing.

"We've seen systems that allow customers to request guaranteed overnight delivery, with no ability built in to the system to check whether a given part is out of stock," says Jon Reed, a director at Allen Davis & Associates. "It's one of many examples where even someone doing a small programming task

Photograph by Edward Santalone

needs to understand what the company is trying to do," he says.

Although electronic commerce gets the most attention, knowledge of any business process — the manufacturing process of a given industry, for example — will be a huge differentiator in a consulting career. Building, distributing, billing and being paid for products and services are universal business activities; a knowledge of any single process gives you a skill that won't become obsolete. The smaller your consulting firm, the more critical your business expertise will become.

BOTTOM LINE

"My clients want to see the immediate business benefit of what I do for them," says David Hirsch, executive vice president at New York-based OnSite Access, an IS consulting firm with a staff of 10. "I position myself not as a technical expert, but as a part of the business team. I need to be able to explain the business reasons for why we're doing what we're doing. If I can't, I'm not doing my job."

How do you develop the depth of business experience required to not just build systems, but to add business value? Hirsch had 13 years' experience as a general business manager before he became an IS consultant. But most consultants don't have 13 years to develop the same level of experience.

Epner recommends investing two years in a good MBA program. "The best consultants will merge on-the-job technical experience with a formal business education," he says. "The big money will go to the people with both."

But even two years sounds like a long time to invest, particularly now, when consultants fare well on technical expertise alone. Another alternative is to join a consulting firm that is large enough to give you on-the-job training. Big companies can give you the opportunity to develop business process experience while working on a project team with more experienced peers.

But when you gain the experience, you will be rewarded for it. Reed estimates that Allen Davis & Associates places consultants with business process knowledge at five times the hourly rates of consultants without those skills. And you'll be investing in skills that will always be in demand. Programming languages and tools will continue to evolve, but businesses will always be looking for better ways to produce, distribute, sell and collect revenue for their products.

"There will always be a need for technical people," Epner says. "But they're going to become more like the auto mechanics of the consulting world. They'll have a glass ceiling to contend with that's getting lower all the time. To get past the glass ceiling, you'll need to know more than how to plug it in. You'll need to understand what your clients are trying to accomplish and how you can help them get there."

Tristram is a freelance writer in San Jose, Calif.

"THE BEST CONSULTANTS WILL MERGE ON-THE-JOB TECHNICAL EXPERIENCE WITH A FORMAL BUSINESS EDUCATION," says Steve Epner, president of BSW Consulting, Inc. in St. Louis

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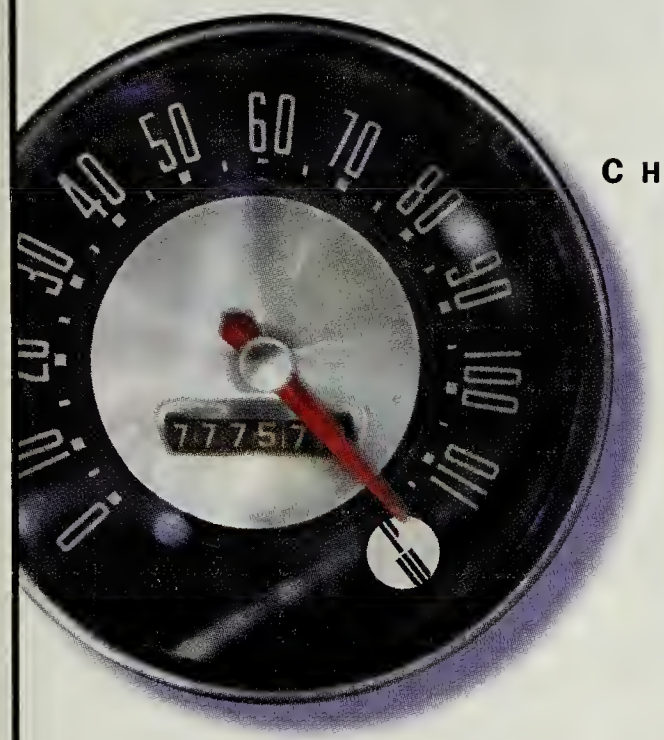

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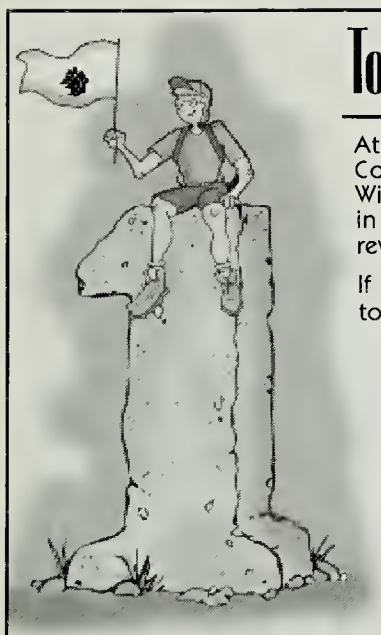

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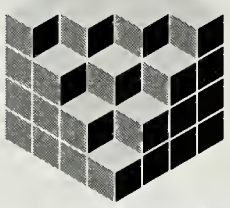

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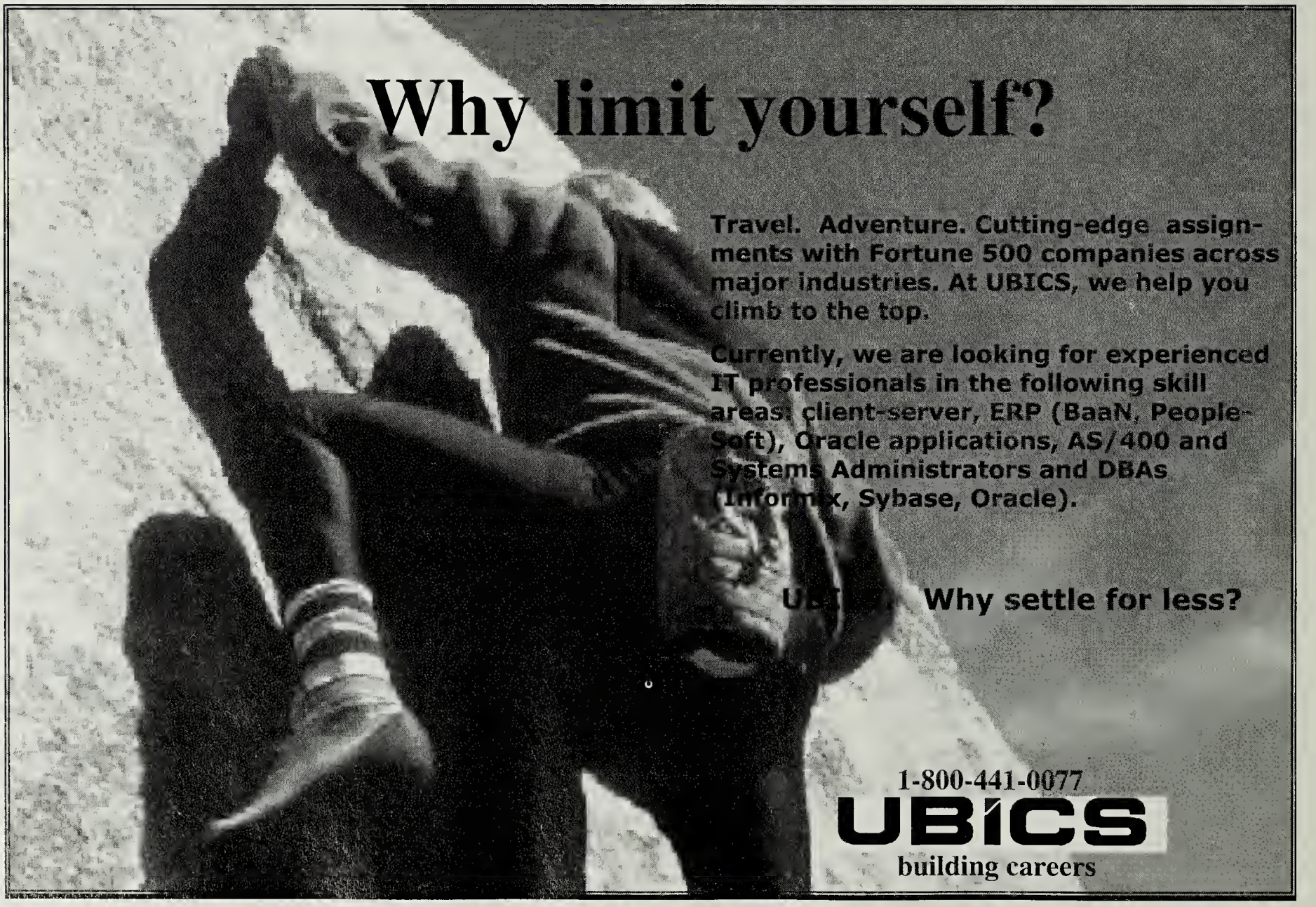

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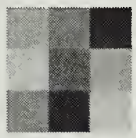

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Tech-Pro, Inc.	612-634-1400	dennis@tech-pro.com	Page 40
MISSISSIPPI			
Holland Technology Group	888-727-4655	www.holtech.com	Page 21
MISSOURI			
AiC	816-531-5050	www.analysts.com/kc	Pages 8, 9
Ajilon	800-434-2342	www.ajilon.com	Page 7, 8
CSC	781-647-0118	www.csc.com	Pages 12, 14
Daugherty Systems	314-878-4777	staffing@daugherty.com	Pages 13, 21
Envision, inc.	800-438-7721	www.envision.com	Page 20
Ferguson Consulting, Inc.	314-822-1122	www.fergcons.com	Page 21
Metro Information Services			
Kansas City	888-236-8288	www.metroIS.com	Pages 26, 27
St. Louis	800-795-5400	www.metroIS.com	Pages 26, 27
NEBRASKA			
AiC	800-735-3300	www.analysts.com/omaha	Pages 8, 9
Aztech Professional Services, Inc.	602-954-8028	www.Aztechpro.com	Page 8
Modis	800-modis98	www.modisit.com	Pages 26, 29
NEW HAMPSHIRE			
Kenda Systems	603-898-7884	www.kenda.com	Page 24
Modis	800-modis98	www.modisit.com	Pages 26, 29
NEW JERSEY			
Actium	800-296-4600	www.actium.com	Pages 2, 8
Ajilon	800-562-2342	www.ajilon.com	Pages 7, 8
Coopers & Lybrand	732-549-1100	www.consulting.us.coopers.com	Pages 12, 15
Cornell Technical Services, Inc.	703-734-8599	www.cornelltech.com	Page 12
Delta Corporate Services	800-delta-20	www.deltacorp.com	Page 46
Info Technologies, Inc.	888-88-ITJOB	www.infotechnologiesinc.com	Page 23
Integrated Systems Consulting Group	610-989-7000	www.iscg.com	Page 23
Interim Technology Staffing Solutions Group	800-600-7193	www.interim.com/technology	Pages 23, 24
Judge Technical Services	888-228-7162	www.judge.com	Page 24
Origin Technology in Business	908-508-1700	bill.carlock@us.origin-it.com	Pages 27, 39
RCG Information Technology	800-333-7816	www.rcgit.com	Page 33
RSI Data Processing Solutions	215-860-1929	www.bwm.com/rsi	Page 34
Software Consulting Group	610-892-8920	www.scgteam.com	Page 37
SOS Technology Corp	888-616-7447	www.sostc.com	Page 37
Spectrum Concepts Consulting Corporation	732-603-0900	www.sconcepts.com	Page 38
Tekmark Global Solutions	732-572-5400	www.tekmarkinc.com	Page 40
NEW MEXICO			
Sun & Son, Inc.	505-989-5000	www.sunandson.com	Page 40
NEW YORK			
Actium	800-296-4600	www.actium.com	Pages 2, 8
AiC	800-473-7333	www.analysts.com/nyc	Pages 8, 9

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Ajilon			
Buffalo	716-626-3008	www.ajilon.com	Pages 7, 8
New York	212-695-6611	www.ajilon.com	Pages 7, 8
Rochester	800-843-9207	www.ajilon.com	Pages 7, 8
Syracuse	800-298-5242	www.ajilon.com	Pages 7, 8
Cambridge Technology Partners	212-539-7700	mrulli@ctp.com	Pages 10, 11
Cap Gemini America	973-285-9009 x2174	www.usa.capageemini.com	Pages 10, 14
Coopers & Lybrand	212-259-4690	www.consulting.us.coopers.com	Pages 12, 15
CSC	781-647-0118	www.csc.com	Pages 12, 14
CyberStaff America, Ltd.	212-244-2300	www.cyberstaff.com	Page 12
D&L Online Inc.	515-280-1144	www.dice.com	Page 22
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
Info Technologies, Inc.	888-88-ITJOB	www.infotechnologiesinc.com	Page 23
James Martin & Co.	703-352-0900	www.jamesmartin.com	Pages 24, 25
Judge Technical Services	888-228-7162	www.judge.com	Page 24
Origin Technology in Business	908-508-1700	bill.carlock@us.origin-it.com	Pages 27, 39
RSI Data Processing Solutions	215-860-1929	www.bwm.com/rsi	Page 34
Sheridan Software Systems/Sheridan Consulting Group	516-753-0985 x560	www.shersoft.com	Page 37
SOS Technology Corp	888-616-7447	www.sostc.com	Page 37
Spearhead System Consultants (US) Ltd.	212-440-5000	www.spearhead.com	Pages 38, 45
Spectrum Concepts Consulting Corporation	212-791-4800	www.sconcepts.com	Page 38
Tekmark Global Solutions	732-572-5400	www.tekmarkinc.com	Page 40
Teltech International	800-648-2372	www.teltechinc.com	Page 40
The Hurst Companies	800-394-8778	www.hurstco.com	Page 40
NORTH CAROLINA			
Actium	800-296-4600	www.actium.com	Page 2
AiC	919-460-6141	www.analysts.com/raleigh	Pages 8, 9
Ajilon			
Charlotte	800-626-8082	www.ajilon.com	Pages 7, 8
Raleigh	888-296-7575	www.ajilon.com	Pages 7, 8
Computer Jobs Store		www.ComputerJobs.com	Page 43
Cornell Technical Services, Inc.	703-734-8599	www.cornelltech.com	Page 12
DataMasters	800-328-2627	www.datamasters.com	Page 20
Metro Information Services			
Charlotte	800-486-5291	www.metroIS.com	Pages 26, 27
Raleigh	800-486-5289	www.metroIS.com	Pages 26, 27
Winston-Salem	800-486-5294	www.metroIS.com	Pages 26, 27
Modis	800-modis98	www.modisit.com	Pages 26, 29
Research Triangle Consultants, Inc.	919-469-5111	www.rtci.com	Pages 34
Sanford Rose Associates	704-366-0730	www.sra-charlotte.com	Page 34
Tekmark Global Solutions	732-572-5400	www.tekmarkinc.com	Page 40
The Hurst Companies	800-394-8778	www.hurstco.com	Page 40
TM Floyd & Company	800-780-1170	www.tmfloyd.com	Pages 42, 43
OHIO			
Actium	800-296-4600	www.actium.com	Page 2
AiC			
Cincinnati	513-398-7811	www.analysts.com/cin	Pages 8, 9
Columbus	888-TEAM-AIC	www.analysts.com/col	Pages 8, 9
Ajilon			
Akron	330-836-0395	www.ajilon.com	Pages 7, 8
Cincinnati	888-261-2342	www.ajilon.com	Pages 7, 8
Cleveland	440-461-2800	www.ajilon.com	Pages 7, 8
Cambridge Technology Partners	614-232-1800	tdraga@ctp.com	Pages 10, 11
Coopers & Lybrand	216-573-3750	www.consulting.us.coopers.com	Pages 12, 15
CSC	781-647-0118	www.csc.com	Pages 12, 14
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
Metro Information Services			
Cincinnati	800-341-9770	www.metroIS.com	Pages 26, 27
Columbus	800-811-9629	www.metroIS.com	Pages 26, 27
Modis	800-modis98	www.modisit.com	Pages 26, 29
Origin Technology in Business	908-508-1700	bill.carlock@us.origin-it.com	Pages 27, 39
The Hurst Companies	800-394-8778	www.hurstco.com	Page 40
OKLAHOMA			
AiC	888-898-6164	www.analysts.com/tulsa	Pages 8, 9
StafTek Services, Inc.	918-742-1888	jobs@staftek.com	Page 40
OREGON			
Ajilon	800-936-2342	www.ajilon.com	Pages 7, 8
Cascade Software Consulting Inc.	888-908-1300	www.csc-inc.com	Page 10
Coopers & Lybrand	503-417-2400	www.consulting.us.coopers.com	Pages 12, 15
FDSI Consulting	503-626-8819	www.fdsi.cotl.com	Page 20
Modis	800-modis98	www.modisit.com	Pages 26, 29
SolutionsIQ	425-451-2727	www.solutionsIQ.com	Page 37
PENNSYLVANIA			
Actium	800-296-4600	www.actium.com	Pages 2, 8
Ajilon			
Mechanicsburg	800-355-2342	www.ajilon.com	Pages 7, 8
Philadelphia	800-353-2342	www.ajilon.com	Pages 7, 8
Pittsburgh	412-322-8360	www.ajilon.com	Pages 7, 8
York	717-852-8859	www.ajilon.com	Pages 7, 8
Cambridge Technology Partners			
Philadelphia	610-276-3300	ggerci@ctp.com	Pages 10, 11
Pittsburgh	412-255-3720	tdraga@ctp.com	Pages 10, 11
Contemporary Technologies	888-642-2100	www.contemptech.com	Page 12
CSC	781-647-0118	www.csc.com	Pages 12, 14
Decision Software Systems Inc.	800-682-0794	www.decision-software.com	Page 13
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
H.L. Yoh Company	800-841-8905	www.hlyoh.com	Page 23
Info Technologies, Inc.	888-88-ITJOB	www.infotechnologiesinc.com	Page 23
IDS Scheer, Inc.	800-810-2747	www.ids-scheer.com	Page 23
Integrated Systems Consulting Group	610-989-7000	www.iscg.com	Page 23
Judge Technical Services	888-228-7162	www.judge.com	Page 24
Mastech Systems Corp.	412-787-2100	www.mastech.com	Pages 24, 26
Metro Information Services			
Philadelphia	800-811-7186	www.metroIS.com	Pages 26, 27
Pittsburgh	888-412-0026	www.metroIS.com	Pages 26, 27
Modis	800-modis98	www.modisit.com	Pages 26, 29
Niche Technologists, Inc.	215-862-0638	www.Nichetech.com	Page 26
RSI Data Processing Solutions	215-860-1929	www.bwm.com/rsi	Page 34

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SAP America		www.sapcareers.com	Page 34
Shared Medical Systems	610-219-6300	www.smed.com	Page 37
Software Consulting Group	610-892-8920	www.scgteam.com	Page 37
SOS Technology Corp	888-616-7447	www.sostc.com	Page 37
Spectrum Concepts Consulting Corporation	215-643-6000	www.sconcepts.com	Page 38
Tekmark Global Solutions	732-572-5400	www.tekmarkinc.com	Page 40
UBICS, Inc.	800-441-0077	www.ubics.com	Pages 42, 44
RHODE ISLAND			
C.W. Costello & Associates, Inc.	401-457-5050	www.cwcostello.com	Pages 13, 19
SOUTH CAROLINA			
Metro Information Services			
Columbia	800-378-8835	www.metroIS.com	Pages 26, 27
Greenville	800-575-9488	www.metroIS.com	Pages 26, 27
TM Floyd & Company	800-780-1170	www.tmfloyd.com	Pages 42, 43
TENNESSEE			
Computer Professionals, Inc.	615-255-5290	www.computerprof.com	Page 46
Metro Information Services			
Memphis	800-486-5308	www.metroIS.com	Pages 26, 27
Nashville	800-486-5308	www.metroIS.com	Pages 26, 27
Modis	800-modis98	www.modisit.com	Pages 26, 29
TEXAS			
AiC			
Austin	800-654-8194	www.analysts.com/austin	Pages 8, 9
Dallas	800-800-8699	www.aicdfw.com	Pages 8, 9
Houston	800-487-1881	www.analysts.com/houston	Pages 8, 9
Ajilon			
Austin	800-314-2342	www.ajilon.com	Pages 7, 8
Dallas	800-307-0034	www.ajilon.com	Pages 7, 8
Houston	800-579-2342	www.ajilon.com	Pages 7, 8
Born Information Services	888-809-Born	www.born.com	Pages 8, 10
Cambridge Technology Partners	214-860-1200	mwebb@ctp.com	Pages 10, 11
The Computer Jobs Store		www.ComputerJobs.com	Page 43
Comsys Information Technology Services	Fx:800-693-0179	www.comsysinc.com	Pages 12, 13
Coopers & Lybrand			
Dallas	972-448-5000	www.consulting.us.coopers.com	Pages 12, 15
Houston	713-757-5200	www.consulting.us.coopers.com	Pages 12, 15
CSC	781-647-0118	www.csc.com	Pages 12, 14
CTG	800-549-1635	www.ctg.com	Pages 12, 20
Daugherty Systems	972-960-9228	weaverr@daugherty.com	Pages 13, 21
Deloitte & Touche Consulting Group	404-631-2406	swaters@dttus.com	Pages Inside Front Cover, 13
Eagles International, Inc.	800-800-6785	eagles@unicomp.net	Page 13
Edison Group, Inc.	972-931-9292	www.edisongroup.com	Page 13
Greenbrier & Russel, Inc.	800-453-0347	recruiting@gr.com	Pages 21, 22
James Martin & Co.	703-352-0900	www.jamesmartin.com	Pages 24, 25
Matrix	800-522-0001	www.MatrixResources.com	Page 26
Metro Information Services			
Austin	800-235-4778	www.metroIS.com	Pages 26, 27
Dallas	800-486-5287	www.metroIS.com	Pages 26, 27
Houston	800-486-5063	www.metroIS.com	Pages 26, 27
Modis	800-modis98	www.modisit.com	Pages 26, 29
Origin Technology in Business	908-508-1700	bill.carlock@us.origin-it.com	Pages 27, 39
Source Services Corp.	888-on demand		Page 38, 42
Sprint Paranet	Fx: 888-525-7476	www.sprintparanet.com	Pages 38, 44
The Hurst Companies	800-394-8778	www.hurstco.com	Page 40
VIRGINIA			
Ajilon	800-894-2342	www.ajilon.com	Pages 7, 8
Cornell Technical Services, Inc.	703-734-8599	www.cornelltech.com	Page 12
Faber-Castell Consulting, Inc.	757-766-7102	www.fabercon.com	Page 21
James Martin & Co.	703-352-0900	www.jamesmartin.com	Pages 24, 25
Judge Technical Services	888-228-7162	www.judge.com	Page 24
Metro Information Services			
Richmond	800-486-5290	www.metroIS.com	Pages 26, 27
Roanoke	800-486-5294	www.metroIS.com	Pages 26, 27
Virginia Beach	800-486-5283	www.metroIS.com	Pages 26, 27
Modis	800-modis98	www.modisit.com	Pages 26, 29
Norell Information Services	800-266-4473	www.norrellis.com	Page 8
Quantum Resources	561-691-4211	www.quantum-res.com	Page 33
WASHINGTON			
Ajilon	800-985-2342	www.ajilon.com	Pages 7, 8
Cambridge Technology Partners	425-452-6500	mwebb@ctp.com	Pages 10, 11
Cascade Software Consulting Inc.	888-908-1300	www.csc-inc.com	Pages 12, 14
Coopers & Lybrand	425-646-4825	www.consulting.us.coopers.com	Pages 12, 15
Deloitte & Touche Consulting Group	415-247-4017	sgang@dttus.com	Pages Inside Front Cover, 13
FDSI Consulting	425-637-6505	www.fdsi.cotl.com	Page 20
Metro Information Services	800-859-6975	www.metroIS.com	Pages 26, 27
Modis	800-modis98	www.modisit.com	Pages 26, 29
SolutionsIQ	425-451-2727	www.solutionsIQ.com	Page 37
WASHINGTON D.C.			
AiC	888-597-6647	www.analysts.com	Pages 8, 9
Ajilon	800-394-8520	www.ajilon.com	Pages 7, 8
Cambridge Technology Partners	703-248-1700	bdeasy@ctp.com	Pages 10, 11
CSC	781-647-0118	www.csc.com	Pages 12, 14
Judge Technical Services	888-228-7162	www.judge.com	Page 24
Metro Information Services	888-385-5090	www.metroIS.com	Pages 26, 27
WISCONSIN			
Born Information Services	800-758-Born	www.born.com	Pages 8, 10
Greenbrier & Russel, Inc.	800-453-0347	recruiting@gr.com	Pages 21, 22
Stratagem, Inc.	800-228-4422	careers@stratagemconsulting.com	Page 40
Techstaff, Inc.	800-515-4440	www.techstaff.com	Page 40
CANADA			
Cambridge Technology Partners	416-350-7600	lpaton@ctp.com	Pages 10, 11
Origin Technology in Business	908-508-1700	bill.carlock@us.origin-it.com	Pages 27, 39
RSI	650-869-5855	www.realtimegroup.com	Page 37
PUERTO RICO			
Cambridge Technology Partners	787-766-3311	eloyd@ctp.com	Pages 10, 11
Metro Information Services	800-225-5054	www.metroIS.com	Pages 26, 27

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Edison Group, Inc.	972-931-9292	www.edisongroup.com	Page 13
Origin Technology in Business	908-508-1700	bill.carlock@us.origin-it.com	Pages 27, 39
RSA	303-741-3105	www.resourcesupport.com	Page 34
BUSINESS APPLICATION SOLUTIONS			
Origin Technology in Business	908-508-1700	bill.carlock@us.origin-it.com	Pages 27,39
C++			
Emerald Systems Inc.	770-351-9350	www.EmeraldSystems.com	Page 20
CALL CENTER SOLUTIONS			
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
COMPUTER INSTRUCTORS			
Adagio	916-332-8907	www.adagio-LLC.com	Page 8
CUSTOM SYSTEMS DEVELOPMENT			
Edison Group, Inc.	972-931-9292	www.edisongroup.com	Page 13
DATA WAREHOUSING			
Actium	800-296-4600	www.actium.com	Page 2
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
DB2			
Ad/Solutions Group, Inc.	630-574-4545	www.adsgroup.com	Page 8
Judge Technical Services	888-228-7162	www.judge.com	Page 24
DECISION SUPPORT SYSTEMS			
Niche Technologies, Inc.	215-862-0638	www.Nichetech.com	Page 26
DESKTOP SOLUTION TRANSPORTATION CONSULTING			
Origin Technology in Business	908-508-1700	bill.carlock@us.origin-it.com	Pages 27,39
DISTRIBUTED OBJECT SYSTEMS			
Sage IT Partners	415-392-7243	www.sageitpartners.com	Page 34
ELECTRONIC COMMERCE			
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
FINANCIAL SERVICES			
Origin Technology in Business	908-508-1700	bill.carlock@us.origin-it.com	Pages 27,39
INSTRUCTIONAL DESIGN			
SOS Technology Corporation	888-616-7447	www.sostc.com	Page 37
INSTRUCTORS			
The Associates	800-241-8868	www.the-associates.com	Page 40
INTERNET/WEB			
Adagio	916-332-8907	www.adagio-LLC.com	Page 8
Sage IT Partners	415-392-7243	www.sageitpartners.com	Page 34
JAVA			
Adagio	916-332-8907	www.adagio-LLC.com	Page 8
Ad/Solutions Group, Inc.	630-574-4545	www.adsgroup.com	Page 8
Emerald Systems Inc.	770-351-9350	www.EmeraldSystems.com	Page 20
Judge Technical Services	888-228-7162	www.judge.com	Page 24
Professional Consulting Network	415-777-4321	www.pcninc.com	Page 33
RSI	650-869-5855	hrus@realtimegroup.com	Page 34
LOTUS NOTES			
Actium	800-296-4600	www.actium.com	Page 2
MAINFRAME			
Judge Technical Services	888-228-7162	www.judge.com	Page 24
MIDDLEWARE			
Emerald Systems Inc.	770-351-9350	www.EmeraldSystems.com	Page 20
NETWORKING			
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
OBJECT ORIENTED TECHNOLOGY			
Emerald Systems Inc.	770-351-9350	www.EmeraldSystems.com	Page 20
Sage IT Partners	415-392-7243	www.sageitpartners.com	Page 34
OLAP			
Niche Technologists, Inc.	215-862-0638	www.Nichetech.com	Page 26
ORACLE			
Ad/Solutions Group, Inc.	630-574-4545	www.adsgroup.com	Page 8
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
Edison Group, Inc.	972-931-9292	www.edisongroup.com	Page 13
Emerald Systems Inc.	770-351-9350	www.EmeraldSystems.com	Page 20

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Judge Technical Services	888-228-7162	www.judge.com	Page 24
Professional Consulting Network	415-777-4321	www.pcninc.com	Page 33
Savant	954-255-5600	www.savant.cc	Page 34
PEOPLESOFT			
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
Edison Group, Inc.	972-931-9292	www.edisongroup.com	Page 13
Emerald Systems Inc.	770-351-9350	www.EmeraldSystems.com	Page 20
RSA	303-741-3105	www.resourcesupport.com	Page 34
POWERBUILDER			
Actium	800-296-4600	www.actium.com	Page 2
Ad/Solutions Group, Inc.	630-574-4545	www.adsgroup.com	Page 8
QA TESTING			
SOS Technology Corporation	888-616-7447	www.sostc.com	Page 37
QAD MFG/PRO			
Origin Technology in Business	908-508-1700	bill.carlock@us.origin-it.com	Page 27
SALES PROCESS AUTOMATION			
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
SAP			
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
Deno Morris Group	813-725-2762	www.denomorris.com	Pages 13, 22
Emerald Systems Inc.	770-351-9350	www.EmeraldSystems.com	Page 20
Holland Technology Group	888-727-4655	www.holtech.com	Page 21
Professional Consulting Network	415-777-4321	www.pcninc.com	Page 33
Origin Technology in Business	908-508-1700	bill.carlock@us.origin-it.com	Page 27
Reed Business Systems Consulting, Inc.	708-449-7742	www.reedbsc.com	Page 33
RSA	303-741-3105	www.resourcesupport.com	Page 34
RSI	650-869-5855	hrus@realtimegroup.com	Page 34
Spearhead System Consultants (US) Ltd.			
SAP R/3-ABAP/4 module	212-440-5000	www.spearhead.com	Pages 38, 45
SAP R/3- AM module	212-440-5000	www.spearhead.com	Pages 38, 45
SAP R/3- BASIS module	212-440-5000	www.spearhead.com	Pages 38, 45
EDI in an SAP environment	212-440-5000	www.spearhead.com	Pages 38, 45
SAP R/3- FI/CO module	212-440-5000	www.spearhead.com	Pages 38, 45
SAP R/3- HR module	212-440-5000	www.spearhead.com	Pages 38, 45
SAP R/3- MM module	212-440-5000	www.spearhead.com	Pages 38, 45
SAP R/3- PM module	212-440-5000	www.spearhead.com	Pages 38, 45
SAP R/3- PP module	212-440-5000	www.spearhead.com	Pages 38, 45
SAP R/3- PS module	212-440-5000	www.spearhead.com	Pages 38, 45
SAP R/3- QM module	212-440-5000	www.spearhead.com	Pages 38, 45
SAP Retail	212-440-5000	www.spearhead.com	Pages 38, 45
SAP R/3- SD module	212-440-5000	www.spearhead.com	Pages 38, 45
SAP R/3- SM module	212-440-5000	www.spearhead.com	Pages 38, 45
SAP R/3- WM module	212-440-5000	www.spearhead.com	Pages 38, 45
SYBASE			
Ad/Solutions Group, Inc.	650-574-4545	www.adsgroup.com	Page 8
TECHNICAL ARCHITECTURE			
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
TECHNICAL WRITING			
SOS Technology Corporation	888-616-7447	www.sostc.com	Page 37
TRAINING			
Adagio	916-332-8907	www.adagio-LLC.com	Page 8
SOS Technology Corporation	888-616-7447	www.sostc.com	Page 37
The Associates	800-241-8868	www.the-associates.com	Page 40
UNIX			
Professional Consulting Network	415-777-4321	www.pcninc.com	Page 33
VISUAL BASIC			
Ad/Solutions Group, Inc.	630-574-4545	www.adsgroup.com	Page 8
Emerald Systems Inc.	770-351-9350	www.EmeraldSystems.com	Page 20
Professional Consulting Network	415-777-4321	www.pcninc.com	Page 33
WEB SOLUTIONS			
Adagio	916-332-8907	www.adagio-LLC.com	Page 8
Modern Business Technology	847-605-1900	www.mbtinc.com	Page 26
WINDOWS NT			
Judge Technical Services	888-228-7162	www.judge.com	Page 24
WORKFLOW IMAGING			
Deloitte & Touche Consulting Group	212-492-4306	jhanold@dttus.com	Pages Inside Front Cover, 13
YEAR 2000			
Origin Technology in Business	908-508-1700	bill.carlock@us.origin-it.com	Pages 27, 39
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MESSAGING CONSULTANTS with 5 - 10 years' consulting experience in designing and implementing Enterprise Messaging solutions for large and mid-tier client accounts. The ideal candidate has experience with MS Mail, MS Exchange, or Lotus Notes; and is comfortable with integration of SMTP mail and other messaging service components.

NETWORK INTEGRATION CONSULTANTS with 5 - 10 years' experience designing, developing and implementing LAN/WAN solutions; experience with FDDI, Ethernet, ISDN and ATM; and infrastructure skills with high-speed products (i.e., routers, bridges, hubs and switches).

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SOLUTIONS ARCHITECTS must have in-depth experience in at least one of the following: Mail & Messaging; NT Migration; Data Warehousing; Application Development & Integration; High-Performance Networks; Internet & Intranet.

PROGRAM MANAGERS with 5 - 10 years' large-scale program management experience in one or more of the Systems Integration Practices (Application Development & Integration; Data Management; Mail & Messaging; Enterprise Networks; Internet; Finance; and Pharmaceuticals).

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